



CULTIVATING EXECUTIVE PRESENCE FOR SUCCESS

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CULTIVATING EXECUTIVE PRESENCE FOR SUCCESS

- ▶ Executive Presence
- ▶ Global Skills of Successful Executives
- ▶ How Leaders Rise: Overcoming Behaviors That Can Block Your Success
- ▶ Inspiring Confidence and Trust That Leads to Business Success
- ▶ Leading With Composure in Turbulent Times

EXECUTIVE PRESENCE

ABOUT EXECUTIVE PRESENCE

- ▶ Leaders want to have executive presence – but have a hard time defining what it is
- ▶ In order to achieve greater levels of success - executive presence must be defined and developed

WHAT PEOPLE THINK IT IS

- ▶ Dress the part
- ▶ Talk the talk
- ▶ Lots of charisma
- ▶ These factor into executive presence – but it is so much more.....

WHAT IT IS

- ▶ Your ability to inspire others to listen to you
- ▶ Your ability to make others comfortable approaching you
- ▶ Your ability to elicit the trust necessary for others to seek out your advice
- ▶ Your ability to project commitment and confidence when talking with others

ULTIMATELY, EXECUTIVE
PRESENCE IS ABOUT HOW
OTHERS EXPERIENCE YOU.

SIGNS YOU NEED TO WORK ON YOUR EXECUTIVE PRESENCE

- ▶ You rarely speak up
- ▶ You speak up too much
- ▶ You struggle to moderate your emotions
- ▶ You struggle to adjust to others' emotions
- ▶ You show up late
- ▶ You don't network with others
- ▶ You show a disconnect between your spoken words and body language
- ▶ You behave unprofessionally – or worse unethically

THE NINE DIMENSIONS OF EXECUTIVE PRESENCE

DIMENSION 1: PASSION

Expressing focus and drive that shows you are committed to what you say and do

- ▶ Characteristics: Passion cannot be faked. To be truly successful you must bring passion to your work and embrace what really excited you about your business
- ▶ Expression: Communicating with energy and excitement. Speaking with animation and intensity. Taking ownership. [hw consulting](#)

DIMENSION 2: POISE

Projecting sophistication and composure that shows you are comfortable in your surroundings and able to gracefully handle adversity

- ▶ Characteristics: Emotional maturity and self-control
- ▶ Expression: Speaking clearly, confidently, conversationally and concisely

DIMENSION 3: SELF-CONFIDENCE

Displaying optimism and assurance that convinces others that you have the personal resources and resolve to lead

- ▶ Characteristics: Good self-esteem
- ▶ Expression: Good eye contact and posture. Speaking with short direct statements

DIMENSION 4: CANDOR

Being honest and engaging with the world as it is, even when it is not as you would like it to be

- ▶ Characteristics: Dealing with what you are faced with, regardless of how difficult. Admitting mistakes when you make them.
- ▶ Expression: Communicating respectfully and sensitively

DIMENSION 5: CLARITY

Creating and delivering messages others see as sharp and compelling

- ▶ Characteristics: Confidence in your ability to speak to the people you are with and feeling that you are equal to them
- ▶ Expression: Connect to others by speaking with them rather than to them

DIMENSION 6: OPENNESS

Projecting a willingness to consider other viewpoints

- ▶ Characteristics: Openly consider differing views without feeling threatened or defensive
- ▶ Expression: Easy give-and-take in getting information on the table and figuring out how to best use it for collaborative solutions

DIMENSION 7: SINCERITY

Expressing conviction in what we say and do

- ▶ Characteristics: In touch with your emotions. Understanding how others feel and taking their feelings in to account
- ▶ Expression: Conveyed gently, both physically and verbally - through nuanced expression that helps establish trust

DIMENSION 8: THOUGHTFULNESS

Showing interest and concern for others

- ▶ Characteristics: Showing patience and care for others without being distracted by our own agenda.
- ▶ Expression: Showing attention and empathetic listening. Also being responsive and keeping commitments.

DIMENSION 9: WARMTH

Being physically and emotionally accessible

- ▶ Characteristics: Supportiveness, humor and humility.
Working together to facilitate quick and easy emotional connections.
- ▶ Expression: More than anything, a smile conveys warmth and approachability

GLOBAL SKILLS OF SUCCESSFUL EXECUTIVES

YOU WANT TO IMPROVE YOUR
EXECUTIVE PRESENCE AND MOVE
FORWARD IN YOUR CAREER IN A
PURPOSEFUL, POWERFUL AND
PRODUCTIVE WAY

► **How do you go about it?**

SOME HARD TRUTHS

- ▶ The very habits that help leaders early in their careers can hinder them as they move up
- ▶ What got you here won't get you there.... and you might not even realize the blind spots until it's too late
- ▶ Women face specific and often different roadblocks from men as they advance in the workplace

THE CONUNDRUM

- ▶ Many of the behaviors that help a leader early in their career are exactly the same behaviors that hold them back from achieving executive levels.
- ▶ How do you recognize and free yourself from the hidden behaviors sabotaging your career success?
- ▶ How do you reconcile competing demands and motivators, without losing your identity, professionalism or power?

HOW DO YOU KNOW IF YOU'RE STUCK?

- ▶ You feel something is preventing you from moving forward
- ▶ You feel unable to break through circumstances that are holding you down
- ▶ You feel as if your contributions are not recognized or appreciated
- ▶ You feel the people around you have no idea what you are capable of achieving

ON BEING 'STUCK'

- ▶ Can seem circumstantial, the result of your situation or the fault of someone who has power or leverage over you – this perception may reflect a degree of truth
- ▶ Also helpful to consider the ways you might be keeping yourself stuck. Your responses help shape your circumstances. And your behaviors shape how others respond to you.
- ▶ That's why being able to identify these behaviors is important

GETTING UNSTUCK

- ▶ To let go of a behavior that is no longer serving you, you need to first of all recognize that it is a **habit**
- ▶ You need to bring it to **consciousness awareness** so you can begin to try out new responses and behaviors to see if you get different results
- ▶ This can feel awkward and even dangerous. It can make you feel vulnerable, foolish and exposed. But it works! And when it does it unleashes energy and confidence that makes it easier to keep up the effort

WHY IS CHANGING SO HARD?

RESISTANCE IS A POWERFUL FORCE

Successful people are particularly skillful at coming up with rationale to continue workplace behaviors that no longer work for the simple reason that these behaviors seem to have worked for them in the past.

Many suffer from the “Success Delusion” – and this affects their executive presence and holds them back

THREE STAGES OF CHANGE RESISTANCE

STAGE	More typically MEN	More typically WOMEN
1	Decides that whoever is suggesting he needs to change must be confused	Reacts to the suggestion that she needs to change by feeling discouraged and undervalued. This can be quite painful and result in a degree of paralysis.
2	Begins to recognize that, while the general suggestion about change might valid, the critique does not apply to him – if it did, why would he be so successful?	Begins to consider why whoever offered that assessment may have made it. Were there valid grounds? What were the circumstances? Did the critique have to do with her being a woman?
3	Attacks whoever suggests he needs to change something about himself. Blames the messenger. This enables him to continue buying into his own rationale.	Will start to examine how her own behavior may have played a role in shaping the perceptions that led to the critique. What might she have done or neglected to do? What might she do differently? Instead of focusing on messenger, she looks at her own actions.

OUR BELIEFS SHAPE OUR RESISTANCE

More typical of MEN	More typical of WOMEN
Overconfidence - Have succeeded, should succeed. Have the power to succeed by doing what he's always done	Fight to maintain their confidence. Overconfidence is rarely a female failing.
Ambitious and view success as the inevitable results of their hard work and brilliance. Good fortune and other people play minor roles, if any.	Believe that ambition is a bad thing and view it as arrogance of self-centeredness. Rationalize resistance by choosing to believe the negative judgments about ambition.
High resistance to any kind of behavioral change	Resistant to separate own interests from the expectations of society or others.
Can lead to optimism that others find magnetic. Resilience – ability to weather setback and failures without giving way to paralyzing doubt.	Lack of confidence in themselves can negatively impact others' confidence in them.

HOW LEADERS RISE- OVERCOMING BEHAVIORS THAT CAN BLOCK YOUR SUCCESS

SOURCE:

“What Got You There Won’t Get You There”, Marshall Goldsmith

“How Women Rise”, Sally Helgensen

IMPORTANT GLOBAL LEADERSHIP SKILLS

Demonstrating Integrity
Encouraging Constructive Dialogue
Creating a Shared Vision
Developing People
Building Partnerships
Sharing Leadership
Empowering People
Global Thinking
Appreciating Diversity
Ensuring Customer Satisfaction
Maintaining a Competitive Advantage
Achieving Personal Mastery
Anticipating Opportunities
Leading Change

Did you know that bad habits can hold you back from achieving them?

HABITS THAT GET IN THE WAY OF EXECUTIVE PRESENCE

More typical of **MEN**

Adding too much value. The overwhelming desire to add our two cents to every discussion.

Passing judgment. The need to rate others and impose our standards on them.

Making destructive comments. The needless sarcasms and cutting remarks that we think make use sound sharp and witty.

Starting with No, But or However. The overuse of these negative qualifiers which secretly say to everyone, “I’m right. You’re wrong”.

Negativity. “Let me explain why that won’t work”

Withholding information. The refusal to share information in order to maintain an advantage over others.

Making excuses. The need to reposition our annoying behavior as a permanent fixture so people excuse us for it.

Clinging to the past. The need to deflect blame away from ourselves and onto events and people from our past.

Playing favorites. Failing to see that we are treating someone unfairly.

Not listening. The most passive-aggressive form of disrespect for our colleagues.

Punishing the messenger. The misguided need to attack the innocent who are usually only trying to help us. **hw consulting**

An excessive need to be me. Holding up our faults as virtues simply because they’re who we are.

HABITS THAT GET IN THE WAY OF EXECUTIVE PRESENCE

More typical of **WOMEN**

Reluctance to claim your achievements. If you don't find a way to speak about the value of what you're doing, you send a message that you don't put much value on it.

Expecting other to spontaneously notice and reward your contributions. Not effectively communicating what you are going and not making career desires known.

Overvaluing expertise. Higher level leadership requires managing and leading people who have expertise. Not providing the expertise yourself.

Just building rather than building and leveraging relationships. Leverage is a key career skill that successful leaders know how to employ.

Failing to enlist allies from day one. Seeking to feel fully confident and prepared before reaching out to build network

Putting your job before your career. The desire to be loyal to current job can lead you to neglect your future, sacrifice your ambitions and sell your talent and potential short.

HABITS THAT GET IN THE WAY OF EXECUTIVE PRESENCE

More typical of **WOMEN**

The perfection trap. Even high achieving women tend stew over mistakes instead of moving on. This will get in your way as you aspire to higher levels.

The disease to please. Becomes detrimental when it overwhelms other important considerations. Can be poisonous to your career.

Minimizing. The practice of making yourself smaller, with verbal discounters and body language. Undermines ability to project authority and power.

Too much. *Too emotional* - What you feel is not the problem. Speaking while in the grip of strong emotions is usually a bad practice. *Too many words* - obscuring the main topic, overexplaining, chatting during awkward pauses. *Too much disclosure* - Can undermine capacity to be seen as trusted as discreet professionals who carry themselves as leaders.

Ruminating. Blaming yourself and dissecting own mistakes displaying inward regret. Makes you feel worse and gets in the way of your ability to resolve your problems.

Letting your radar distract you. Can make it difficult to filter out unhelpful distractions, scattering your attention and undermining your ability to be present.

HABITS THAT GET IN THE WAY OF EXECUTIVE PRESENCE

More often **GENDER NEUTRAL**

Winning too much. The need to win at all costs and in all situation – when it matters, when it doesn't and when it's totally beside the point.

Telling the world how smart you are. The need to show people we're smarter than they think we are.

Claiming credit you don't deserve. The most annoying way to overestimate our contribution to any success.

Failing to give others proper recognition. The inability to praise and reward.

Speaking when angry. Using emotional volatility as a management tool.

Refusing to express regret. The inability to take responsibility for our actions, admit we are wrong, or recognize how our actions affect others.

Failing to express gratitude. The most basic form of bad manners.

Passing the buck. The need to blame anyone else but ourself.

LEADING WITH COMPOSURE IN TURBULENT TIMES

TURBULENT TIMES RESULT IN LOTS OF CHANGE

- ▶ Executive presence and effective leadership is more important for business success now than ever!
- ▶ The role of leaders greatly heightened. Leadership excellence is in demand.
- ▶ To most effectively lead others through changing and turbulent times, leaders must first understand their own reaction to change.

FIVE TYPICAL RESPONSES TO CHANGE

HEWERTSON MODEL

“The VICTIM”

You would notice:

- ▶ Resists change consistently
- ▶ Feels angry or depressed
- ▶ Think it's all about making them miserable
- ▶ Reverts to old ways of doing things

Victims can get unstuck by:

- ▶ Taking charge of and responsibility for those things they can control – including their own attitude, behavior, actions, and language

FIVE TYPICAL RESPONSES TO CHANGE

“The CRITIC”

You would notice:

- ▶ Looks for reasons why the change will fail
- ▶ Refuses to see any positive outcomes from the change
- ▶ Think they know better than everyone else

Critics can get unstuck by:

- ▶ Considering and thinking about the possibilities and opportunities that could occur due to the change
- ▶ Get involved in what they can do to influence the change rather than just criticizing it

FIVE TYPICAL RESPONSES TO CHANGE

“The BYSTANDER”

You would notice:

- ▶ Reluctant to get involved
- ▶ Waits for others to take the lead
- ▶ Does not offer ideas

Bystanders can get unstuck by:

- ▶ Asking for more details and information
- ▶ Exploring what role they might play in the change efforts
- ▶ Not withhold, but instead, find ways to share their wisdom and ideas

FIVE TYPICAL RESPONSES TO CHANGE

“The CHARGER”

You would notice:

- ▶ Leaps before looking
- ▶ Pushes others too hard and forces the issue
- ▶ Does not listen to other people
- ▶ May ignore new and important information

Chargers can get unstuck by:

- ▶ Slowing down
- ▶ Asking others for input and genuinely engaging with them
- ▶ Listening to others' ideas before jumping in too fast

FIVE TYPICAL RESPONSES TO CHANGE

“The NAVIGATOR”

You would notice:

- ▶ Looks for ways to reduce negative reactions
- ▶ Explores the reasons for the change and the affects it will have
- ▶ Finds ways to be useful in the process, looks for opportunities to improve
- ▶ Forms positive and supportive relationships

Being a Navigator IS an unstuck response:

- ▶ Balanced and centered attitude - one that other people respond to in positive ways
- ▶ Help themselves and others move successfully through change

INSPIRING CONFIDENCE AND TRUST

During the current pandemic the best leaders:

- ▶ Reassured their teams and provided next steps
- ▶ Controlled the immediate chaos
- ▶ Projected genuine emotion, honesty, empathy and confidence
- ▶ Were decisive and took quick action
- ▶ Effectively communicated with purpose and timeliness
- ▶ Knew how their teams and the individuals on the team were adapting
- ▶ Adapted their decision making process
- ▶ Focused teams on a direction for high level success
- ▶ Built trust with and among their teams

LEADERS SHOULD KNOW AND DO

- ▶ Trust, accountability and results are thoroughly baked into company culture whether individuals work in the office or not
- ▶ Ultimately, what holds a distributed workplace together is the trust, patience and support employees have for one another
- ▶ If the trust isn't there, fix that first
- ▶ Cohesive teams are successful teams
- ▶ Teamwork is the ultimate competitive advantage
- ▶ Leaders must foster an environment where teamwork is both possible, and required

CHANGING FOR THE BETTER-
INCREASING
EXECUTIVE PRESENCE
AND LEADERSHIP
EFFECTIVENESS

*“WE SPEND TOO MUCH TIME HELPING LEADERS LEARN WHAT TO DO, BUT WE DON’T SPEND ENOUGH TIME HELPING LEADERS LEARN WHAT TO **STOP**.”*

PETER DRUCKER

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CHANGING FOR THE BETTER: 7-STEP PLAN

- ▶ Feedback – Never argue about it. You'll often find something you can improve on.
- ▶ Apologizing – If you realize you have done something wrong apologize.
- ▶ Telling others – Define the changes you're going to make and let others know. Then make an effort to change.
- ▶ Listening – Don't interrupt. When someone is speaking to you try to fully understand before formulating a response.
- ▶ Thanking – Thank anyone who contributes to your success.
- ▶ Following up – Constant follow-up keeps you on task and on focus to changing bad behaviors.
- ▶ Practicing "Feedforward" – Once you are making progress on your negative habits, step back and ask for some future suggestions on where you should go with these changes.

START WITH ONE THING

- ▶ Making sustainable and lasting change requires focus
- ▶ Tie your first step to your larger goal or purpose
- ▶ Break down a problem behavior into discrete, specific habits that can be addressed one at a time
- ▶ Make small changes and repeat them until they become habits
- ▶ More likely to yield long-term results than trying to become a “brand new you” overnight

DON'T DO IT ALONE

- ▶ It's difficult enough to change a habit. The ease of defaulting to your comfort zone makes habits hard to change and almost impossible to change it alone.
- ▶ Enlist help
 - ▶ Accountability Partner
 - ▶ Peer Coach
 - ▶ Leadership Coach



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